

~~SECRET~~

24 October 1961

MEMORANDUM FOR: Director of Personnel

SUBJECT: Designation of Senior Staff Officers to Interview
Employees Resigning to Join Educational Institutions

REFERENCE: Your Memorandum of 16 October 1961, same subject

1. In my view the real question raised in reference concerns not merely our handling of people who are resigning Agency employment to go into academic or business pursuits, but rather our treatment of all middle and high level resignees. Although an argument can be made that those entering academic life potentially will have a greater capacity to influence the opinions of numbers of people toward the Agency, I am not convinced that we should draw this sort of vocational line. Reference suggests that we call on senior Agency personnel with appropriate backgrounds to discuss the attitudes and reasons for leaving of resignees. Our experience in the Clandestine Services career panel system in trying to fit the schedules of busy people with the schedules of other busy people leads me to wonder whether the suggested use of a rotating panel would be entirely satisfactory. There would also be a problem in arranging appropriate interchanges among interviewers so as to assure continuity of approach.

2. Having made these negative remarks, let me say that I very much agree that professional employees should not leave the Agency without our being thoroughly aware of their individual reasoning and attitudes. Although exit interviews are given by the Office of Personnel and sometimes by the Inspector General's Office, it is my understanding that these are conducted very late in the process. This leads me to make the alternative proposal that one or perhaps two senior members of the Clandestine Services should undertake to talk with all departing professional employees before such departures become imminent. Such a procedure, which we are prepared to undertake, would appear to go a long way toward meeting the objectives stated in reference without incurring some of the liabilities. Should you wish to discuss this matter further, [redacted] will be ready to elaborate the views expressed above.

25X1A

25X1A

cc: [redacted]

[redacted]
Chief of Operations, DD/P

25X1A

~~SECRET~~